

2016 PROGRESS REPORT: WHAT HAS BEEN ACCOMPLISHED?



2014 TEXAS MILITARY VALUE
TASK FORCE:
PREPARING FOR THE FUTURE



Task Force Action Items & Recommendations

Public-Public; Public-Private Partnerships (P4)

Leaders for communities and installations should bring issues, seek solutions, and formalize a P4 agreement as soon as possible.

- Solutions should look for opportunities beyond current efficiencies, focus on requirements to increase military value, and consider realistic solutions to meet specific goals.
- Agreements should not be a one-time offer, but instead need to be reviewed on a regular basis and changed when the needs of the installation and solutions from the community change.
- The key is to state the challenge, find the solution, document, and execute the plan.

End State: Mutually beneficial P4 agreements that are reviewed often for new initiatives.

Status: The TMPC is an active participant in a handful of community programs, P4 and similar programs.

Air Force: The Air Force has ensured that each installation in Texas has completed their P4 process. This program has identified cost savings and efficiencies across USAF installations and is shared across the Air Force enterprises. The TMPC is actively involved in the last three state P4 programs at Laughlin AFB, JBSA, and Dyess AFB. The TMPC Director is part of the JBSA P4 Leadership team advising the Commander of JBSA.

Army: The TMPC Director has been working with the Army's Partnership Initiatives program. The Army is beginning to look for more opportunities similar to a P4 program, but currently have Community Covenants at many of their forts.

Navy: The TMPC has encouraged Navy communities to start a P4 program with their local naval installations. The Navy does not currently have a P4 program but local communities can still partner with their installations on partnership opportunities.

Examples of Successful Partnership Agreements in Texas	
Dyess AFB	Privatized Housing Agreement with Balfour Beatty
Goodfellow AFB	Shared Firing Range with Tom Green County Sheriff, San Angelo Police Department, US Marshals and U.S. Customs and Border Patrol
Joint Base San Antonio	Transition Summit – partnership between JBSA, US Chamber of Commerce to support transitioning service members
Joint Base San Antonio	E-Reader Donation – Bexar County donated e-readers to JBSA libraries, increasing resources and decreasing maintenance
Laughlin AFB	"Grow Your Own" Aircraft Maintenance Program at Southwest Texas Junior College to provide trained aircraft maintainers
Sheppard AFB	Joint Use Airfield with Wichita Falls Municipal Airport

Encroachment

Communities encourage installations to conduct formal studies to establish baselines [in encroachment issues].

- Communities engage with installation leadership to mitigate solutions.
- Texas legislature enact laws to discourage or eliminate encroachment at military installations.
- US Congress pass legislation to remove tax incentives for businesses that encroach on military installations.

End State: Encroachment should not be an issue for present or future missions.

Status: TMPC is in constant contact with the Texas Legislature and Congressional Delegation. OOG-OSFR monitors the federal changes on encroachment.

The OOG policy office, TMPC and ERCOT worked to create proposed rule change. ERCOT would be notified of potential energy generation site in the state of Texas. Notifications of the proposed sites would then sent to the DoD Site Clearinghouse who, in turn, would notify the nearest installation in order to create a dialogue about incompatible site that could impact missions and training. These actions are to identify and solve problems between developers and military installations before plans become finalized. These proposed rules should be official sometime in September 2016.

The TMPC notifies communities (on its website) of OEA opportunities for research studies regarding encroachment.

The Texas Legislature continues to develop legislation regarding encroachment statute. The following bills/codes are examples of continually evolving changes.

- Local Government Code 241 – allows for the purchase of aviation easements to prevent encroachment around military installations. This would allow for the purchase of airspace to prevent structure of above certain heights that could interfere with flight operations.
- House Bill 1639, filed last session, would have provided information to the public and purchasers of real property regarding the impact of military installations. This law did not pass out of the Senate.
- House Bill 2232 relates to the creation of regional military sustainability commissions for military installations.

JLUS Completion - <http://dyessjlus.com/resources/other-texas-jlus-documents.html>. Many installations have completed their JLUS Studies and/or are in the process of implementing their JLUS recommendations.

Installation Progress on JLUS

Dyess AFB – In Progress	JBSA – Lackland - Completed
Goodfellow AFB - Completed	JBSA – Camp Bullis – Completed
Laughlin AFB - Completed	NAS Corpus Christi – Completed
Sheppard AFB – Completed	NAS Fort Worth JRB – Completed
JBSA – Randolph – Completed	NAS Kingsville - Completed

<i>Fort Sam Houston – Not Required</i>	Corpus Christi Army Depot – Completed
Fort Bliss – Completed	<i>Fort Hood – In progress</i>
Red River Army Depot - Completed	

Partnering

Communities should actively support existing partnerships and pursue new partnerships.

- Installations may want to examine host-tenant agreements for fair recuperations of tenant expenses.
- The Federal City Concept is suited best for urban area installations.

End State: Increased diversity of mission, effectiveness of operations, and decrease net cost.

Status: Partnering is an ongoing process for all communities and requires strong community involvement.

Many bases have multiple federal entities within the installation boundaries. Laughlin AFB, NAS Fort Worth JRB, Fort Bliss, NAS Corpus Christi, Corpus Christi Army Depot, and Ellington Field JRB host multiple government entities on their installations.

Army: The U.S. Army is considering moving all non-core functions off base. An example is privatized housing, AAFES/Commissaries. A draft model is being developed.

Air Force: The Air Force has privatized housing programs in place at some installations.

Why Texas?

The TMPC should take the lead for collection and distribution of product and updates. These facts should be used whenever Texans are discussing the attributes of Texas installations and military contribution. Commission should continually connect and provide information about Texas.

- Texas is ideal for military installations due to maneuver space, air space, a large veteran population, state dollars gifted, and a low cost of living.

End State: DoD and Congressional decision makers understand the facts on why DoD investment in Texas is effective and efficient.

Status: Biennial Report, Texas Military Summit, Federal Grant Opportunities

Biennial Report: The TMPC publishes a biennial report and the 2016 version is available through the following link: gov.texas.gov/military. Copies of this report are sent to the Texas Congressional Delegation, Texas Legislature, Military Mayors, Commanders, and Commissioners. It showcases the economic impact of military installations and industry comparisons. The TMPC also publishes information on the potential changes to employment if an installation were to close.

Texas Military Summit: The TMPC will host a summit for Texas military leaders and communities in December 2016 and develop talking points for the state and local communities.

Federal Grant Opportunities: The TMPC posts federal grant opportunities on their website when available to communities.

Meeting with the DOD: The TMPC actively meets with senior DOD officials when attending the Association of Defense Communities Conferences (2-3 times a year) and discuss the ways the state supports our installations. The TMPC director has made several presentations at national defense summits and highlighted the support Texas provides installations to include grant funding and state partnership opportunities.

Meeting with the Texas Congressional Delegation: The TMPC has held meetings and teleconferences with members or staff of the Texas Congressional Delegation regarding Texas installations and the states support of the installations.

TXDOT has invested roughly \$2 billion in infrastructure improvements to support the military over the last 10 years.

The Comptroller has recently completed a “Good for Texas Tour: Military Edition”.

- Attached: Industry Comparison
- Attached: Military Employment Impact
- Attached: Installation One-Pagers

Opportunities for Mission Growth

Communities should have open and frank discussions with installation leadership about which missions could fit best and benefit the nation and Department of Defense (DoD).

- Prioritize, build a strategy, and then discussions should begin with headquarters and legislators to aid the process. If it fits and benefits the DoD, then pursue, if not, then move on to the next opportunity.
- Think 5-10 years in the future.
- Communities should act now on new opportunities.

End State: Texas installations grow in value to national defense and grow in size, diversity, and mission to meet the dynamic challenges of the future.

Status: Emerging and growing military missions can be found with careful study of DoD public documents including the Quadrennial Defense Review (QDR) and National Military Strategy (NMS). Expansion opportunities are already underway but recommendations should be made available to Congressional Delegation.

The Governor and Texas Congressional Delegation recently supported new cyber teams being named within the Texas National Guard and supported the 25th Air Force establishment in San Antonio. The TMPC is currently working with each base and community on potential new or expanded missions. Cyber, RPA/UAS, and ISR continue to be ideal missions to gain for Texas.

The TMPC is currently working with the Air Force and several local communities on three potential new and additional missions that should be announced within the next year plus.

DEAAG funding has been used to help 'inoculate' bases by improving their military value and prepare for a future BRAC. As a consequence of DEAAG funding awarded to Goodfellow AFB, the Air Force will be moving a foreign military intelligence training missions to Goodfellow. After the grant was awarded the Air Force has decided to locate a second intelligence training mission to Goodfellow.

TMPC commissioners regularly meet with installations and command staff. Commissioner Bonds is a member of the Chief of Staff of the Air Force Civic Leader group. Commissioners Shine and Thomas are a past and current Civilian Aides to the Army, respectively. Commissioner Taylor is a member of the AETC Civic Leader Group under General Roberson. These contacts and meetings help gather information on new and existing missions from the top leadership of the services and is shared with the TMPC.

Infrastructure

Communities fund smart investment candidates that meet 4A & 4B funding criteria.

- Texas legislature appropriate up to \$150 million for grants to communities to support smart investment on or off installation that will result in improved military value and lower operating costs.
- Communities partner with military installations to determine project cost and prioritization.
- TMPC determines size of requirements, oversees criteria, and executes expenditure of these investment funds.
- Legislative constituents support timely Congressional budget action.
- TMPC examines criteria and seeks outside DoD funding for military historic building renovations.

End State: Improved military value through smart investment.

Status: The DEAAG program was appropriated and awarded \$30 million for infrastructure projects that added military value. The program leveraged \$102 million in funding from additional partners for projects with military value.

At one point last legislative session, the House budget included \$75 million for DEAAG but the amount was lowered to \$30 million.

The TMPC received 26 requests for DEAAG funding (with a few duplicates) totaling \$75 million. Communities worked with their local installations to prioritize projects that they felt would add military value to the local installations. It is possible that communities prioritized their need and that their projects exceed \$75 million statewide. This information has been provided to the Texas Congressional Delegation and senior DoD leaders at recent defense conferences.

The TMPC has reminded communities that they can use 4A/4B taxes to fund projects within the fence line of their installations, which some have utilized. The TMPC has also shared potential other sources of grant funding and reminded communities that the TMPC has a revolving loan fund as well.

Entity	Amount	Project
Alamo Area Council of Governments	\$5.0 Million	Additional and Reliable Water Infrastructure
City of Houston	\$3.1 million	Construction of Air Traffic Control Tower
City of Wichita Falls	\$1.7 million	Perimeter Security - Land Acquisition and Demolition
Val Verde County	\$4.5 million	Construction of Defense Control Center
Bexar County	\$4.7 million	Purchase of Land to Prevent Encroachment
City of Del Rio	\$3.3 million	Construction of Aircraft Protection Shades
City of El Paso	\$2.0 million	Infrastructure at KBH Desalination Plant
City of Killeen	\$3.4 million	Construction of Army Radar Approach Control Facility
Tom Green County	\$2.0 million	Expansion of the International Intelligence Training

Utilities

Communities review with installations utility capacity and reliability for present and added missions.

- Look for economies of scale for utilities through P4 agreements.
- Communities work with installations to ensure the most efficient and realistic mission training areas are available.

End State: low cost, highly reliable utilities with the capacity to grow for added missions and effective, efficient training areas that minimize fuel consumption.

Status: Military installations are typically the largest consumers of utilities in their community. Many communities give them a discounted rate (which is also in Texas statute).

The TMPC DEAAG grant was awarded to the AACOG for \$5 million to fund water infrastructure to Joint Base San Antonio from the San Antonio Water System. This project is critical for current and future missions. The City of El Paso was awarded \$2 million to increase the capacity of the Kay Bailey Hutchison Desalination plant that provides water to El Paso and Fort Bliss.

The TMPC has also reminded installations that municipally owned electric providers must give the installations a discount on rates.

The P4 process has identified some efficiencies and partnership opportunities like at JBSA.

Environment

Communities work with installations to be proactive in consulting with environmental experts, TCEQ, and the EPA to watch for emerging national issues.

End State: Environmental issues (past, present, and future) are not a factor in training, operations, quality of life, and potential mission growth.

Status: The TMPC has advised the Texas Mayors of Military Communities and the Commission about Readiness and Environmental Protection Integration (REPI) funds under the Office of Economic Adjustment (OEA) which are available for land swaps and partnership programs. US Parks and Wildlife and Texas Parks and Wildlife are also in contact.

Examples of environmental partnerships include the installation/funding of the avian radar at NAS Kingsville and community opposition to a landfill near JBSA that would increase avian activity.

Per the TMPC Biennial Report, many installations have excellent working relationships with TCEQ. The TCC is aware that the TMPC is best liaison to facilitate any issues with state agencies to include TCEQ.

Support to Military and Families

Communities should create written covenants supporting military families.

- The State of Texas should examine requirement processes, expedite licensing, and waive or lower fees for military members, dependents, and veterans.
- Communities should make job searches easier and assist with translation of work history to skill sets of local requirements.
- School districts need to ease the transfer of credits, special needs, and continue offering in-state tuition for military families.

End State: Texas is “military-friendly” to all military, their families, and retirees.

Status: These goals have been accomplished in the State of Texas. Texas could work to ensure that other states have similar legislation and are in cooperation with transitioning members to/from Texas.

Governor Abbott has instructed the Texas Workforce Commission to collaborate with state and local agencies to enhance transition services for veterans through local Workforce Solutions boards. The program will build strong partnerships between local workforce boards and the local installations and provide occupational or skills training opportunities to outgoing service members. The new program rolled out in late August. Local Workforce Boards are working with service members’ families to provide additional service for employment.

Many communities like San Antonio, El Paso, and Killeen are running their own veterans transition programs. The State of Texas now has corresponding military occupation codes on WorkinTexas.org job postings to help service members locate jobs that are closely aligned to their military positions.

Texas National Guard

The Texas Adjutant General should continue to lead change through long term planning and execution.

- As required mission changes occur, adjustments to location size and organization need to be balanced with recruitment and support to the communities, the State and Nation they serve.
- As facility replacement is considered and to provide more efficient service, strong consideration should be given to some consolidation and change in location to existing DoD installations.
- Texas' state and federal delegations should support providing up-to-date military equipment to continue the Texas National Guard missions.

Status: The Texas National Guard is currently looking at readjusting recruiting dispersion and armory locations to eliminate unnecessary infrastructure. As Fort Hood realigns some infrastructure, the National Guard is looking to fill available buildings.

The Texas Military Department is examining and studying location of facilities in order to recruitment and sustain for future missions and population centers.

The Texas Military Department goes to Washington, D.C. on a regular basis and meets with the Texas Congressional delegation on current statuses of missions and potential new missions like cyber and ISR. They also engage their local CODEL staff in Texas as well.

Texas Military Preparedness Commission

TMPC staffing and funding should be representative of the importance of military presence and support to the nation and the State of Texas.

- The TMPC should be the first stop on all military issues, installations, mission and adjustments to personal levels.
- They should maintain knowledge in how military installations, missions and adjustments to personnel levels.
- They should maintain knowledge in how military installations and missions are changed and have the ear of legislators and staff working on military issues.
- Best practices should be proactively shared.
- The TMPC should be appropriated grant funds and oversee the distribution of the funds in support of military installations.
- Annual meetings with installation military and community leaders should occur at their location a minimum of once a year. The purpose is to get first-hand knowledge of issues, achievements, potential actions and build trust.
- TMPC representation should be from all major installation communities, components (Active Army, Navy, Air Force, Marine, as well as, Army, Navy, Air Force, Marine Reserve, Air National Guard, and Army National Guard).
- The TAG should have staff ex-officio representation at TMPC meetings.
- Meeting agendas should be meaningful, important sessions that result in decisions, action and results.
- Information should be pushed to members in a form easy to digest and distribute to their constituents.
- TMPC staff should take this report for action and gain TMPC approval for closure of appropriate action items.

End State: TMPC should be a “one stop shop” for all military matters in Texas. Texas Legislature should 1) fund TMPC and 2) change TMPC charter for representation of all major installation communities and military components. TMPC staff should improve communication with military and communities.

Status: The TMMC and TCC consider the TMPC as a “one-stop” shop. The TMPC regularly communicate with the Texas Legislature – Senate Veteran Affairs and Military Installations (VAMI) and House Defense and Veterans Affairs (DVA).

The TMPC has visited every Texas installations community in the past two years, including multiple repeat visits. The TMPC also participates in the Texas Commanders Council quarterly conference calls as well as being an ex-officio member of the Texas Mayors of Military Communities and attends and participates their quarterly meetings.

The TMPC sends out periodic email updates and news items to TMPC commissioners, local communities, as well as to the appropriate House and Senate committees. The TMPC also regularly interacts with local military affairs committees.

The TMPC staff has made two trips to Washington, D.C. and met with members and staff on military issues along with senior DoD personnel in the Pentagon.

Appointments by the Governor include representatives from every branch of service and all military installations are covered by a commissioner.

The Texas Adjutant General was made an ex-officio member of the TMPC by law during the 84th Legislative Session.

The upcoming December 2016 TMPC Texas Military Summit will further enhance the TMPC and start a BRAC planning process along with messaging for the state to military and civilian leaders. Also during the Summit, the TMPC commissioners will hold a working meeting with a DoD facilitator to explore additional ways the TMPC can function and support Texas installations.

The TMPC has received many inquiries from state elected officials and local communities as one stop location for information on the military.

The TMPC is manned and budgeted as similar sized states.

The TMPC budget was increased for additional travel and resources during the 84th Legislative Session.

The TMPC statute was amended to allow greater flexibility to fund proactive projects to increase military value of Texas installations to include infrastructure projects inside the fence line.

In addition to the items listed previously, the TMPC works regularly with the DoD Site Clearinghouse, OEA, SAFIE, and the U.S. Army Partnership Initiatives and regularly communicates with installations, local communities, and TMPC commissioners.

Funding

TMPC should create community tools for increasing military value at Texas installations.

The Texas Legislature should appropriate up to \$150 million to fund the DEAAG program for the next biennium.

- The DEAAG cap should be raised from \$2 million per project to at least \$5 million per project. **This has been completed through SB503.
- The DEAAG program should be made more flexible to support military value at installations.
- The State should look at creating a jobs tax credit program for new DoD contractor positions on military installations similar to Oklahoma.
- In order to make significant and meaningful change required, TMPC Commissioners, communities, and Texans that support our military will need to educate the legislature on the requirement for increased funding and flexibility needed to ensure the value of Texas military installations.

Status: Through legislation, DEAAG was funded at \$30 million and the cap was raised to \$5 million per grant. All awards have been successfully granted. Other funding options include the Texas Military Value Revolving Loan Fund, OEA, and REPI. The TMPC, through the Texas Legislature, has made DEAAG more accessible to communities and funds can now be used for projects that add military value versus installations that were negatively impacted by BRAC.

The upcoming Texas Military Summit will bring awareness to the Texas Legislature and local communities of the values of each military installation in the state and the value that is created through projects funded by DEAAG.

Communities have been made aware by the TMPC that they can use 4a/4b funds for military projects to include the purchase of aviation easement to prevent encroachment of air space.